



Capital Area Metropolitan Planning Organization

2015 Strategic Plan

EXECUTIVE SUMMARY

The Capital Area Metropolitan Planning Organization (CAMPO) initiated a strategic planning process to identify opportunities and priorities for improving the effectiveness of their work. The purpose of the planning effort is to step back from the day-to-day work and think longer term about the future of the region and the MPO's role in that future. CAMPO undertook this effort to develop a collaborative approach to identifying and implementing effective solutions to transportation concerns today and in the future.

CAMPO members, stakeholders and staff are highly satisfied with CAMPO's effectiveness and did not recommend major changes to the organization or processes. CAMPO's vision statement was reviewed and affirmed.

CAMPO Vision Statement:

The region has a common vision of what it wants its transportation system to be:

- a seamless integration of transportation services that offer a range of travel choices and are compatible with the character and development of our communities, sensitive to the environment, improve quality of life and are safe and accessible for all.

The 2040 Metropolitan Transportation Plan commits our region to transportation services and patterns of development that contribute to a distinctive place where people can successfully pursue their daily activities.

Four strategic focus areas were identified that will help create an environment where regional transportation needs are prioritized and understood and CAMPO will achieve its vision:

1. Public engagement and education
2. Partnering with others
3. Educating elected officials
4. Policy leadership

A fifth focus area was also identified to improve CAMPO's operations.

5. Operational Issues for CAMPO

As a result of the strategic plan implementation, CAMPO anticipates more interaction between the elected TAC and staff TCC members; increased communications about transportation concerns amongst CAMPO members and to the policy makers and public; more education and outreach; and a more active, engaged and informed TCC supporting the TAC. All of these efforts will continue allowing CAMPO to function in a highly effective manner and help garner support for our vision of our region's transportation system.



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PROCESS

CAMPO engaged Fountainworks, a facilitation and management consulting firm, to support its strategic planning efforts. CAMPO undertook this effort to develop a collaborative approach to identifying and implementing effective solutions to transportation concerns today and in the future.

By utilizing this collaborative approach to planning for the future, CAMPO hopes to achieve more efficient flow of information and more robust discussion regarding transportation concerns in our region. CAMPO will have well informed staff, members and stakeholders that clearly understand how they fit into the CAMPO structure. The strategic plan will give CAMPO focus as it moves forward with new projects, creating a culture that smoothly operates to achieve its regional transportation vision.

Overall there are four phases to the strategic plan.



The strategic planning process included:

- A review of the CAMPO 2005 Strategic Plan
- Interviews with TAC members, TCC members and key stakeholders (see Appendix 1)
- A survey of all TAC and TCC members (see Appendix 1)

- A half day retreat with the TAC (see Appendix 2)
- A full day retreat with the TCC (see Appendix 3)
- Two half day retreats with CAMPO staff to develop the plan (see Appendix 4)
- Review of the draft plan by the TAC and TCC

Upon adoption of the plan, the final phase of strategic planning is implementation of the recommendations of the plan.

As a result of the strategic plan implementation, CAMPO anticipates more interaction between the elected TAC and staff TCC members; increased communications about transportation concerns amongst CAMPO members and to the policy makers and public; more education and outreach; and a more active, engaged and informed TCC supporting the TAC. All of these efforts will continue allowing CAMPO to function in a highly effective manner and help garner support for our vision of our region's transportation system.

CAMPO IN CONTEXT

CONTEXT:

As part of the planning effort, the context in which CAMPO is operating was reviewed. Certain themes emerged:

- Funding
 - Transportation continues to be underfunded
 - Devolution in funding responsibility from federal/state governments to local governments
 - State and federal funding will go to higher order projects; funding for secondary roads is difficult
 - Bike/Pedestrian funding will come from federal or local governments, not state; the demand for bike/pedestrian systems is increasing
 - Not likely to get long term federal funding; it appears more likely for continuing resolution or short-term transportation funding to be in place
 - The state recently announced plans for a \$1 billion transportation bond
 - Reductions in funds for Operations & Maintenance and spot safety efforts while the responsibility for O&M is increasing
- Education, expertise and preparation
 - Local governments can benefit from "expert" opinions on transportation
 - Smaller jurisdictions need more support
 - Need to educate legislators on how STI and SPOT works
 - Take local land-use decisions in consideration – tie land use and transportation discussions
 - Communication between CAMPO-NCDOT is excellent in some areas, but could use improvement in others
 - Get NEPA done to prepare projects so they are ready to go when funding is available
- Regional Planning
 - Need regional strategy to deal with massive growth – Our region does not want to have traffic like D.C. or Atlanta
 - Transit is an important topic – look at regional solutions

The survey and interviews were used as an assessment of the current state of CAMPO's effectiveness. The summary of the survey results is included in Appendix 1.

TRANSIT:

The strategic planning participants defined CAMPO's role as it relates to transit planning as part of setting the context for CAMPO's future. There had been some ambiguity as to whether CAMPO played a role in transit planning, but it was agreed that transit is one component of the overall transportation system and as such should be treated as a part of the overall transportation planning.

The focus of CAMPO should be:

- Identifying how transit fits into the big picture – long range planning and regional
- Representing the whole region
- Educating the public and elected officials
- Serving as an unbiased resource
- Ensuring the efficient allocation of resources

This means CAMPO will:

- Look at transit issues for the region as a whole – urban/rural; Wake County and beyond.
- Provide expertise in an *unbiased* understanding of transit
- Identify areas of agreement
- Be involved in setting the role of the consultant and serving on an advisory panel, and approving final plan for Wake County
- Focus on transportation corridors in a “mode agnostic” manner
- Help communities understand who the population is, the land use impact on transit appropriateness, how transit benefits the area, consistency with MTP
- Serve an inter-organizational role – ensure the information flow

VISION AND PURPOSE

A vision statement articulates what the organization aspires to be or achieve in the future. In 20 years, CAMPO envisions more multi-modal transportation options, including more transit, bike and pedestrian options; more funding mechanisms available for financing transportation projects; more affordable transportation options; technological advances in planning and implementation tools; and a more informed public about transportation needs.

CAMPO's Core Activities were identified:

- Establish a fair & impartial setting
- Evaluate transportation alternatives
- Develop MTP
- Develop TIP
- Engage stakeholders in the planning process

Upon reflection, it was determined that the vision and purpose should remain unchanged as they have stood the test of time and continue to reflect the activities and future of CAMPO.

CAMPO Vision Statement:

The region has a common vision of what it wants its transportation system to be:

- a seamless integration of transportation services that offer a range of travel choices and are compatible with the character and development of our communities, sensitive to the environment, improve quality of life and are safe and accessible for all.

The 2040 Metropolitan Transportation Plan commits our region to transportation services and patterns of development that contribute to a distinctive place where people can successfully pursue their daily activities.

CAMPO Statement of Purpose:

The Capital Area MPO serves as the coordinating agency between local governments, NCDOT, and FHWA. The MPO is responsible for carrying out an annual work program approved by its Executive Board.

STRATEGIC FOCUS AREAS, PERFORMANCE MEASURES AND PRIORITY ACTION STEPS

Throughout the interviews and retreats, the biggest concern CAMPO members identified was the lack of funding for the necessary transportation projects in the region. While all members recognized funding as the top concern, they did not see it as CAMPO's role to solve the problem, but to work together to influence those who can. As CAMPO received unwavering praise for its effectiveness in its operations, the group identified areas where CAMPO could become more influential and build support for the resources needed to enhance the region's transportation system. The four strategic focus areas are:

1. **Public engagement and education:** CAMPO will work to educate and engage the public in planning transportation improvements
2. **Partnering with others:** CAMPO will work with other large MPOs within North Carolina, as well as other public, private and non-profit organizations that have an interest in our transportation system
3. **Educating elected officials:** CAMPO will educate elected officials within the region as well as at the state and federal levels on the importance of transportation issues so the elected officials can more effectively advocate for transportation needs
4. **Policy leadership:** CAMPO will be a sought after source of information on transportation policy in the region and the state

In addition to the four strategic focus areas, CAMPO identified opportunities for staff and committees to enhance their operations as a fifth focus area.

Priority action steps and potential performance measures were identified. Near term action items are expected to be initiated or completed in the next 24 months. Mid term action items are expected to be initiated or completed in the next 2-5 years.

1. Public engagement and education

Potential Success Measures:

- Number of citizens participating (new voices)

- Number of workshops/workshop attendees held
- Number of press releases
- Number of unique website visitors

	Action Step	Participants	Timeline
a.	Develop a communication strategy; <ul style="list-style-type: none"> • Hire a communication specialist; • Develop and utilize outreach communication tools such as social media, newsletter, website, etc. • Develop public engagement toolkits with options for engaging the public; • Build a communication plan into each project or program High priority	CAMPO staff	Near Term
b.	New Website	CAMPO staff	Near Term
c.	Engage member jurisdiction citizenry through Citizen Advisory Groups in CAMPO member communities	TCC	Near Term

2. Partnering with others

Potential Success Measures:

- Number of exchanges or partnerships with peer groups
- Number of trainings held

	Action Step	Participants	Timeline
a.	Peer Exchange with other large MPOs <ul style="list-style-type: none"> • Identify topic areas for exchanges with TAC, TCC at work session High priority	CAMPO staff, TAC, TCC	Near Term
b.	Engage NCAMPO, NCARPO, NCDOT in more partnering to develop and refine MPO/RPO training High priority	CAMPO staff, TCC	Mid Term
c.	Create air quality best practices with Charlotte for other MPOs	CAMPO staff	Near Term
d.	Outreach efforts with RPOs <ul style="list-style-type: none"> • South East Area Study • US 70 Corridor 	CAMPO staff, TCC	Ongoing

3. Educating elected officials

Potential Success Measures:

- Attendance at TAC/TCC meetings, workshops, etc.

- Survey participants after Lunch & Learn, workshops

	Action Step	Participants	Timeline
a.	Increase TAC-TCC member interactions <ul style="list-style-type: none"> • CAMPO staff will meet individually with TAC and TCC member in local jurisdictions. • Facilitate discussions between TAC-TCC pairs; • One-on-one policy briefings High priority	CAMPO staff with TAC, TCC members	Near Term and Ongoing
b.	Develop “lunch and learn” series on select topics for TAC <ul style="list-style-type: none"> • CAMPO staff to initiate certain topics with frequent questions • Solicit topics from TAC, TCC High priority	CAMPO staff with TAC, TCC	Near Term and Ongoing
c.	Update CAMPO training program <ul style="list-style-type: none"> • Update MPO 101 training materials; invite any local officials (not just TAC members); • Diversity training opportunities • Conduct regional trainings 	CAMPO Staff	Near Term and Ongoing
d.	Develop networking opportunities for TAC/TCC members	CAMPO staff, TAC, TCC	Near Term and Ongoing
e.	Outreach/Education of jurisdictional elected and appointed bodies <ul style="list-style-type: none"> • TCC attend meetings or conduct workshops with County Commissioners, Town Councils, Planning Boards, etc. 	TCC, CAMPO staff, TAC	Ongoing (issue specific)
f.	Promote discussion of transportation topics at gatherings of elected officials	TAC	Ongoing

4. Policy leadership

Potential Success Measures:

- Developed resources and materials for TAC members to use in interactions with legislature – one on one discussions, legislative briefings, etc.
- Adopted list of key policy issues and products

	Action Step	Participants	Timeline
a.	Develop goals for policy leadership; determine what level of policy needs to address it (local, state, national) <ul style="list-style-type: none"> • Hold work session with TAC to develop vision of what should be 	TAC	Near Term and Ongoing as needed

	achieved through policy leadership High priority		
b.	Develop funding scenarios and solutions for regional transportation e.g. develop scenarios through MTP <ul style="list-style-type: none"> Hold work session with TAC to identify options to consider High priority	TAC	Near Term and Ongoing as needed
c.	Coordinate legislative issues with City of Raleigh and City of Charlotte lobbyists and Metro Mayor's Coalition, NCLM, NCACC, RTA	TAC, TCC, legislative partners	Ongoing as needed (issue specific)
d.	Promote discussions regarding policy issues on TAC agenda	TAC, TCC, CAMPO staff	Ongoing as needed
e.	Provide transportation context to local land use decisions; provide evidence of context and connection between individual sites and broader system. <ul style="list-style-type: none"> Hold work session to flesh out CAMPO role in this area 	CAMPO staff, TAC, TCC	Mid Term

5. Operational Issues for CAMPO

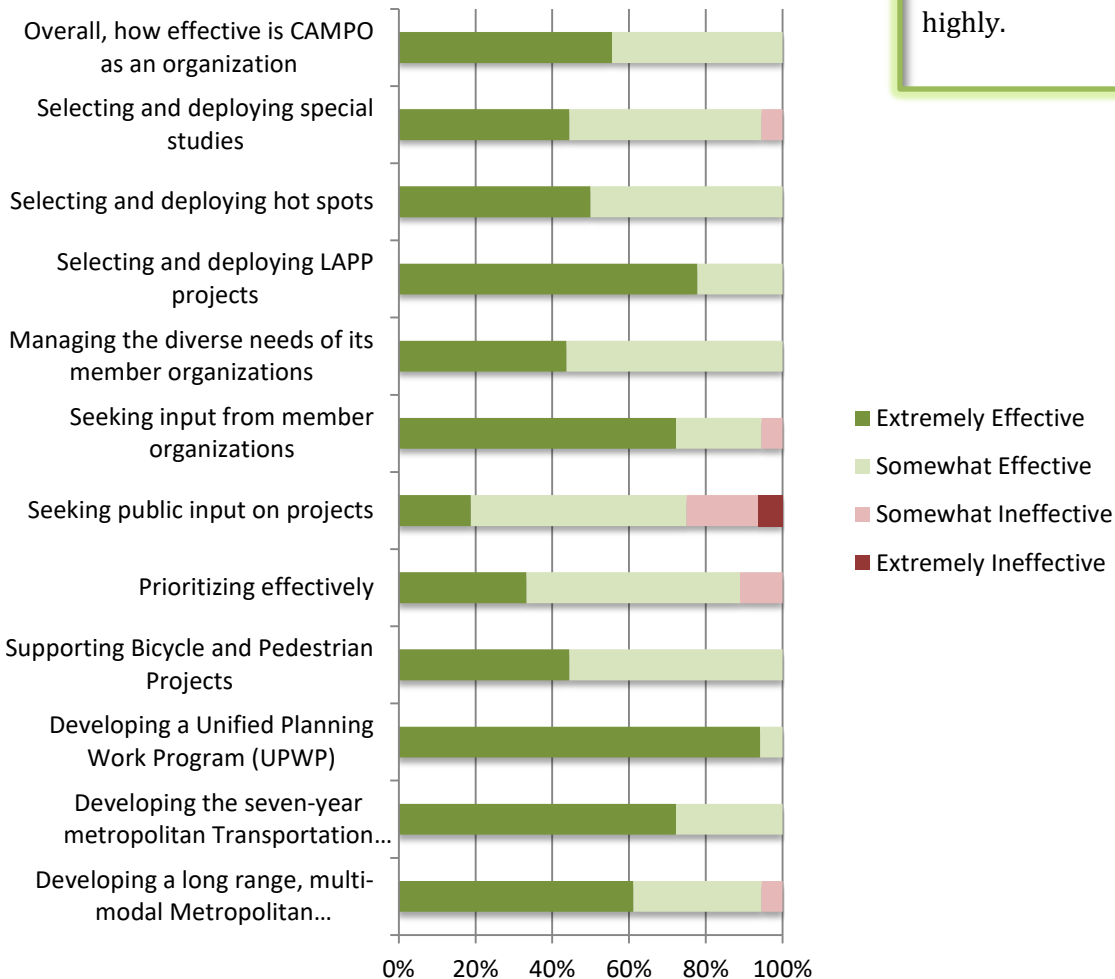
	Action Step	Participants	Timeline
a.	Identify agenda topics to the TAC Chair or jurisdiction member that TCC or CAMPO staff have flagged as needing extra discussion or policy direction from the TAC	CAMPO staff, TCC	Ongoing, as needed
b.	Ensure TAC members are aware of resources they can call (including CAMPO staff and TCC member) when they have a question about agenda items.	TAC, TCC, CAMPO staff	Ongoing
c.	Explore methods for increasing and diversifying participation on TAC and TCC <ul style="list-style-type: none"> Formalize subcommittee structure; designate chairs Appoint TAC/TCC liaisons Vary meeting locations 	TAC, TCC, CAMPO staff	Ongoing
d.	Explore opportunities for Joint TAC/TCC meetings	TAC, TCC, CAMPO staff	Ongoing

Strategic Planning Survey & Interview Results

August 2014



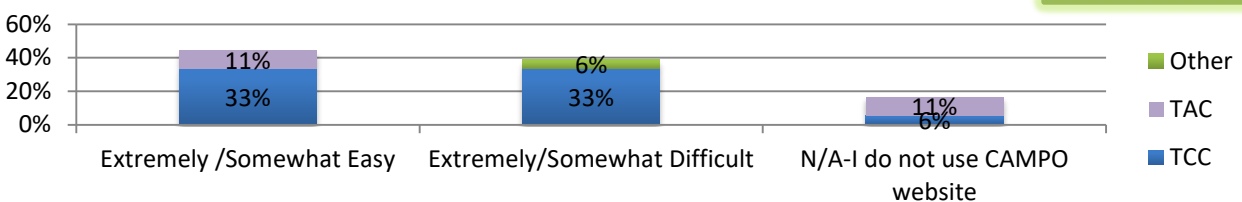
CAMPO's Effectiveness



Overall, respondents rated CAMPO's effectiveness across all areas very highly.

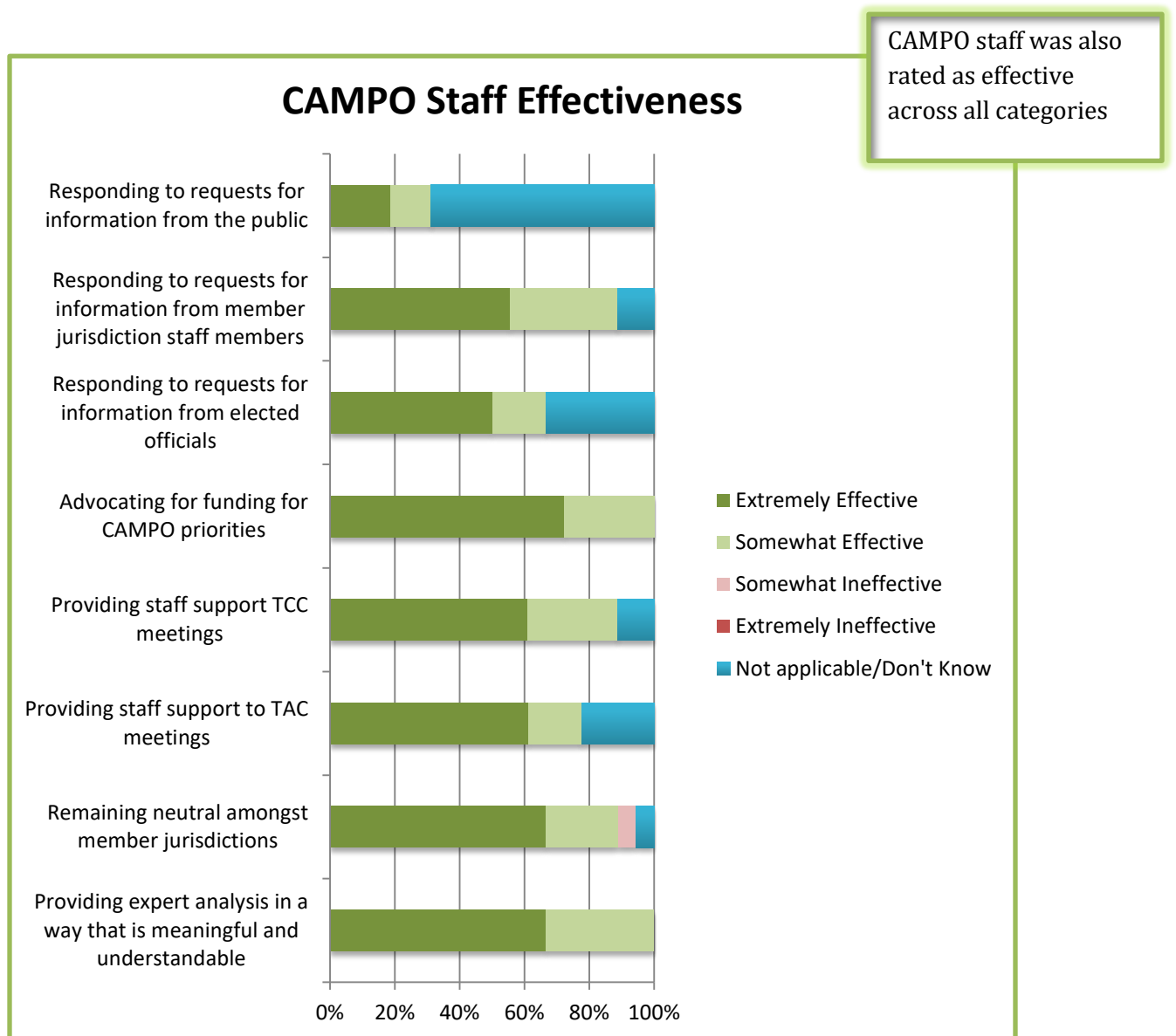
While respondents had varied responses when asked about preferences for more emphasis on Large Study Areas, Small Study Areas, Hot Spots, etc., overall there was general satisfaction with the mix of studies and CAMPO's ability to address the variable needs throughout the region as they arise.

Ease of Finding Information on Website



Suggestions include:

- update more frequently
- digital agendas
- fix broken links



CAMPO's Focus

Themes emerged from the open-ended responses for possible changes or additions to CAMPO's focus:

1. Funding is the biggest issue facing CAMPO members.

"Executive Director of CAMPO will need to be more of a lobbyist working political leaders – especially the way the funding opportunities will change in the state."

"Someone who understands alternative financing mechanisms."

"If DOT is pulling funding that's a problem."

"Everyone has to get on the bandwagon that we can't just cut highway trust fund in half. Increase gas tax. Congressman Price letting people know that towns and cities need more money to do the job. Toll roads – a blessing and very expensive. VMT – don't think it will happen."

"A stronger united agreement of all members of CAMPO on the regional and local transportation needs to include having a better political position and support with the state and federal government of the regional needs for funding."

2. CAMPO should consider taking on a more active leadership role in transportation policy (including transit) in the region and the state.

"CAMPO should become more active in leading policy discussions about the future, what are the trends, how will autonomous cars impact us."

"Should become a more robust entity that embraces its transportation decision-making authority."

"Become more active in policy issues."

"CAMPO should advocate for the regions' goals."

3. CAMPO should consider partnering with other large regional organizations (especially Charlotte's MPO) to advocate and provide leadership in transportation issues across the state.

"Potential for partnership with the Charlotte."

"Keep looking for opportunities to work with DCHC for joint projects."

"Would like to know how other MPOs our size are organized. (should it stay organized under city of Raleigh)."

4. CAMPO should consider doing more education of elected officials on transportation matters.

"Be able to educate local governments and feds about our needs."

"Transportation planning rarely seems to be on the smaller community's priority list so anything to visit the local governing boards to steer their direction is always needed."

"We should be involved in policy issues by giving policy makers the information & tools they need to make decisions."

"Get more aggressive in helping members think about how their unique needs fit in to the larger picture."

"More communication to organizations' members that do not serve on TAC/TCC."

"The TAC could do a better job of relaying information on regional transportation issues and initiatives to their member councils/boards"

5. Public education and engagement was noted as CAMPO's one weak area.

"Dedicated resources toward public involvement – a specialist."

"Kiosks at the mall??"

"No one knows who CAMPO is – generally educate those outside CAMPO circle what they do, their role (when they hold public input sessions, no one is ever there.)"

"Challenge: community and citizen outreach – average person has no idea who MPO is and that they make decisions on transportation. Maybe we need a communications person – maybe city of Raleigh."

6. CAMPO should consider more clearly defining its role in evaluating and advocating for transit projects.

"The transit debate will need to be settled and the ability to make decisions locally/regionally will need to be kept in the forefront. We must remain nimble and focus on keeping our region a great place to live and work - if we do, our economic success will be sustained."

"If Wake County transit plan is adopted this would create new needs."

"Role of CAMPO in transit v. TTA or Wake County-- MPO has much broader role for transit planning and programming – and then pairing up the best funding sources for that. Improve mass transit."

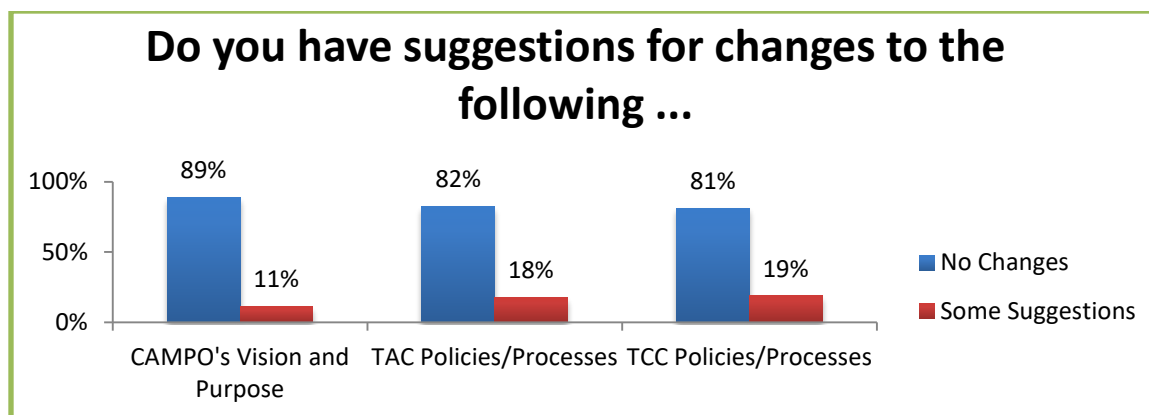
"Transit going forward b/c projected growth and the economics of how a region it. It will be critical for a multi-modal approach to be taken moving forward where ped, bike, road, and transit projects are all considered when it comes to improving our overall transportation network."

"How will transit investment impact the overall funding mix?"

"Transit – we have to figure out what we're going to do about transit. Getting County Consumers on board with something."

"Enhanced transit experience"

"Start implementing the transit plan."



Overwhelming support for keeping CAMPO's vision and purpose as is. Minor suggestions included adding "economic vitality" to vision and making the vision more about the envisioned system than the physical infrastructure.

TAC Procedures/Operations

Open-ended interviews offered the following themes regarding potential improvements to TAC procedures:

Rushed meetings: while many members take pride in keeping the TAC meetings to one hour, others expressed concern that discussion was rushed and sometimes important issues were not addressed; some said the TAC was a "rubber stamp"

"TAC meetings have very little discussion about these issues. It moves so quickly. I don't see them debating the policy. Take the time to debate the policy. Encourage more discussion. Wish there was more spirited involvement/discussion."

"They like to have easy meetings not necessarily the best meetings – are they representing their own position or the unified positions of board. Are they really doing the background to make sure they have alignment in their own jurisdictions. But for the most part they are not being asked to engage on difficult decision."

"A better office space for meeting space."

"No convincing argument that we needed a new meeting space/office space."

"Not happy with 4pm start – not great time for me personally."

"We need to talk about the timing of TCC meetings. They are 10am – It takes my whole my morning. Let's start them at 2.30 or 3pm."

"Meetings are run well. Meetings are much quicker and more efficient than 13 years ago."

More connection with TCC: members of the TAC and TCC both suggested a need for increasing the linkages between the TAC and TCC. Some suggested periodic joint meetings; others suggested encouraging discussion between elected members and staff representatives.

"We don't utilize the executive committees together and not really utilizing them (both the TAC and TCC)."

"TCC had a liaison. It increased our credibility with the TAC."

"Occasional TAC/TCC joint gathering."

"Vice chair of TAC attend our meetings."

"I wish there was more connectivity between TAC and TCC."

"An opportunity to have more dialogue between TCC and TAC so TCC recommendations are fully understood."

Networking/relationship building: survey respondents suggested building in time to meetings to allow TAC members to get to know each other better so they could work together better and address areas of common interest more effectively.

"Every meeting have a couple of them spend 3 minutes talking about what issues are important to you. People understand need to understand where folks are coming from."

"Networking opportunities with other staff members and with CAMPO staff."

"Happy hour!!"

Agenda making: a few survey respondents expressed a desire for more input in what gets put on the agenda

"CAMPO could do a better job of providing information to its members in a more timely manner."

"We need to have digital agendas."

"Up to date information, especially for TAC/TCC agendas and minutes. Often website links are broken or misdirected."

Training/orientation: several survey respondents thought a more robust orientation for new members would be helpful.

"More training for TAC and for TCC what their role is"

"They have new members – make sure they provide training and orientation to new members (especially the MPO's role and the huge responsibility that falls on the TAC board)."

"Training new members."

Staff support: staff and TCC members wanted to know how they could better support TAC to make sure they have all the information they need.

"I wish we could figure out a way so that everyone wants to be at every meeting. MPO needs to focus on what's most valuable."

"Provide a list of what CAMPO tools/services are available for smaller members (short range assistance). This way elected officials can be assured that membership fee's, etc. are worthwhile....and not just going into a 30 year long term plan."

CAMPO assignments: TAC members wanted a better understanding of what different CAMPO staff members do.

"From time to time it's hard to know which staff members to talk to. Staff member's roles are sometimes unclear to me."

"Have a go to person (so people aren't calling Chris all the time)."

Committee structure: There was some desire to have a better understanding of the committee structure. There was concern that the TCC committee structure makes it hard for small/rural towns to be represented equally at CAMPO.

"Keeping members engaged. How do we get more people engaged at both TCC and TAC Maybe worth exploring idea of executive committee would mean that full group meetings are faster or different."

"I don't like how many committees there are. While I understand why they are there, it is very hard for smaller organizations with fewer specialized staff members to fully participate as there is less time to invest in CAMPO. An alternate way to participate in some of those committees would be appreciated."

"We would like to get new people involved in committees. How do we change that?"

"Fewer committees to ensure that small member jurisdictions can participate."

"Introduce more frequent chair rotation - and introduce - past chair role."

"More representation from all the organizations. The subcommittees are all made up of the same people."



Capital Area Metropolitan Planning Organization Technical Advisory Committee Strategic Planning Retreat

Lake Wheeler Park, Raleigh

August 22, 2014

This report summarizes the work of Technical Advisory Committee of the Capital Area MPO (CAMPO) in its strategic planning retreat, held August 22, 2014 at Lake Wheeler Park in Raleigh. TAC members met with CAMPO staff and some TCC members to address the following objectives:

- Review survey results on CAMPO's activities and effectiveness
- Confirm vision, purpose of CAMPO
- Prioritize any additional activities CAMPO may take on beyond its current workplan
- Identify CAMPO's role in transit planning and the upcoming transit plan
- Identify operational changes to improve TAC's effectiveness

This half-day planning retreat was professionally facilitated and included the opportunity for participants to interact in open conversation, to share and build upon ideas. This report describes the activities, comments, and ideas of the participants, as well as accomplishments and future goals. The major headings of this report correspond to the key agenda items and discussions during the retreat.

TAC Participants

Chair Mayor Ronnie Williams – Garner
Vice Chair Mayor Dick Sears – Holly Springs
Mayor E.H. Ellington – Angier
Commissioner Gordon Springle – Harnett Co.
Mayor Vivian Jones – Wake Forest

William Allen III – TTA
Mayor Pro Tem Liz Johnson – Morrisville
Mayor Mike Gordon – Archer Lodge
Councilman Russ Stephenson – Raleigh
Commissioner Tim Karan – Granville County

TCC and CAMPO Staff Participants

Adam Mitchell – Fuquay-Varina
Chip Russell – Wake Forest
Eric Lamb – City of Raleigh
John Hodge-Copple – TJCOG
Reed Huegerick – Apex
Sandi Bailey – Cary
Tim Gardiner – Wake Co.
Chris Lukasina – CAMPO
Shelby Powell – CAMPO
Ken Withrow – CAMPO

Robert McCain – CAMPO
Richard Epps, Sr. – CAMPO
Dana Widmar – CAMPO
Wei Chen – CAMPO
Amy Ward – CAMPO
Valorie Lockhart – CAMPO
Gerald Daniel – CAMPO
Alex Rickard – CAMPO
Julie Brenman – Fountainworks
Warren Miller – Fountainworks

CAMPO STRATEGIC PLANNING RETREAT Key Takeaways from CAMPO's TAC retreat AUGUST 2014

TAC confirmed CAMPO's purpose and vision statement

- The vision statement could be tweaked to make it more inspiring
- The vision could be used to support our messaging

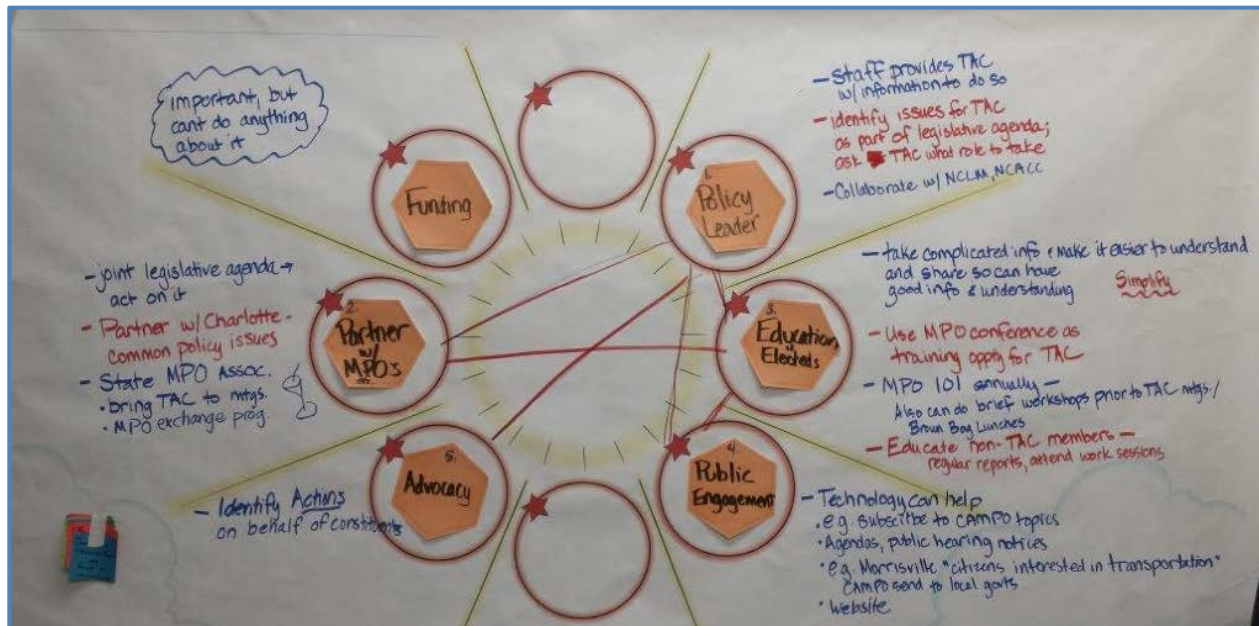
	Support	Do Not Support	Not Sure
TAC	80%	0%	20%
All Attendees	81%	0%	19%

TAC is comfortable with the overall mix of CAMPO activities

The mix of large area plans, small area plans, hot spots, etc. is appropriate and responsive to member needs.

	Support	Do Not Support	Not Sure
TAC	90%	0%	10%
All Attendees	86%	0%	14%

Top rated additional focus areas



1. CAMPO should consider doing more education of elected officials on transportation matters. (63 points)

- CAMPO should continue to take complicated transportation information and make it easier to understand – simplify
- CAMPO could use the annual MPO conference as training opportunity for TAC members or other elected officials
- Continue to offer “MPO 101” training annually
- Educate non-TAC members
 - CAMPO could generate regular reports for member jurisdictions
 - CAMPO staff could attend work sessions even when they are not presenting information

- Provide more networking opportunities for elected officials

2. CAMPO should consider taking on a more active leadership role in transportation policy (including transit) in the region and the state. (50 points)

- The TCC and CAMPO staff will need to provide TAC with recommendations on how to operationalize this, including roles and responsibilities of staff, TCC and TAC
- Staff and TCC should identify issues for TAC as part of legislative agenda and ask TAC what role it wants to take on the various policy issues
- Explore options for collaborating with NCLM and NCACC on transportation issues

3. Public education and public engagement should be strengthened (33 points)

- Technology can help –
 - subscribe to CAMPO topics to receive emails (note: Granicus agenda website will enable this)
 - Agendas, public hearing notices put on website
 - use Morrisville listserv model –keeping citizens informed on topics they subscribe to – CAMPO can feed information to local governments to then feed to their interested citizens (note: Granicus agenda website will enable this)
 - putting more information on CAMPO members’ websites
 - utilize CAMPO website more
- Each CAMPO member should select top event in their community and have CAMPO participate in some way
- Explore ideas to get more public participation at project meetings

4. CAMPO should consider partnering with other large regional organizations to advocate and provide leadership win transportation issues across the state. (26 points)

- We already have joint legislative agenda with DCHC; we need to act on it
- Partner with Charlotte on common policy issues
- TAC reception or track at NCAMPO statewide conference

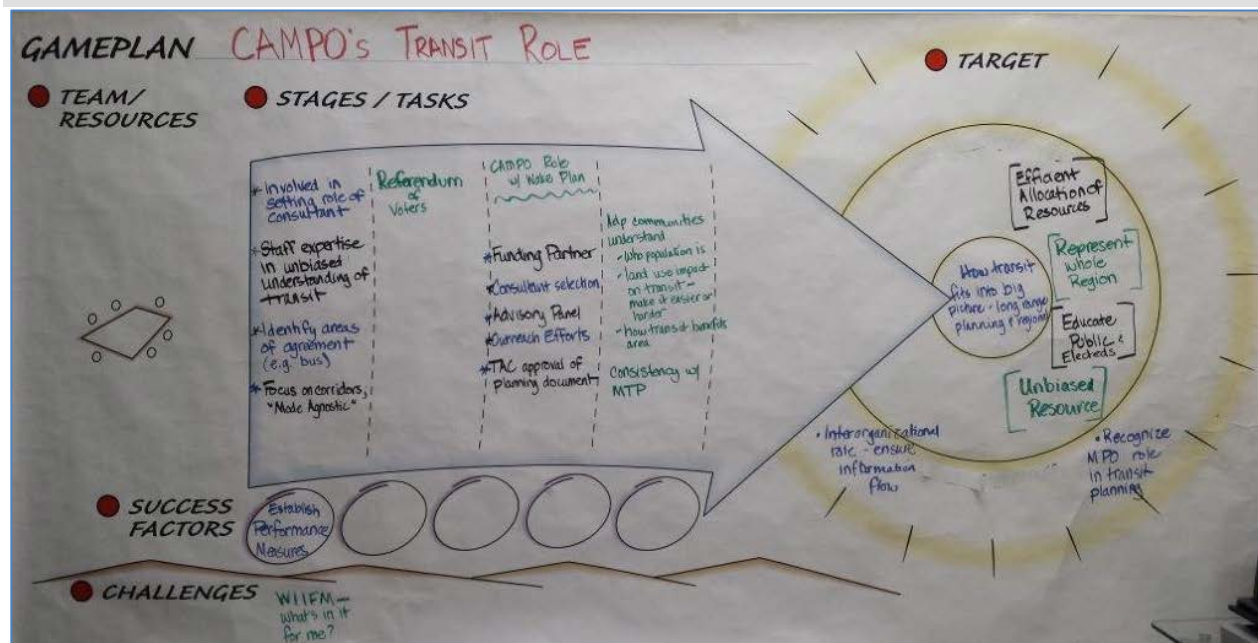
5. Advocacy (7 points)

- Most considered this to have overlap with being a policy leader

6. Funding is the biggest issue facing CAMPO members (0 points)

- While all recognized this as very important, they did not see it as CAMPO’s role to solve the problem.

Role of CAMPO on transit



The focus of CAMPO should be:

- Identifying how transit fits into big picture – long range planning and regional
- Representing the whole region
- Educating the public and elected officials
- Serving as an unbiased resource
- Ensuring the efficient allocation of resources

What this means:

- CAMPO will be involved in setting role of consultant and serving on advisory panel, and approving final plan for Wake
- Staff provide expertise in *unbiased* understanding of transit
- Identify areas of agreement
- Focus on corridors "mode agnostic"
- Help communities understand who the population is, land use impact on transit, how transit benefits the area, consistency with MTP
- Inter-organizational role – ensure the information flow

Operational issues for TAC

- Rushed meetings are not an issue of concern, but lack of discussion when necessary may be an issue. The TCC should identify issues that require more dialogue from the TAC and rather than asking TAC for a simple vote, encourage a discussion.

- Consider a combination of options including adding a training or informational session prior to TAC meetings (optional lunch session); break training up throughout the year; and help TAC members understand their role and the complexities of the transportation issues. Longer meetings (or meetings with a training component beforehand) would encourage some members (who have to travel farther) to attend



Capital Area Metropolitan Planning Organization Technical Coordinating Committee Strategic Planning Retreat

Walnut Creek Wetland Center, Raleigh

September 19, 2014

This report summarizes the work of Technical Coordinating Committee of the Capital Area MPO (CAMPO) in its strategic planning retreat, held September 19, 2014 at Walnut Creek Wetland in Raleigh. TCC members met with CAMPO staff to address the following objectives:

- Review survey results on CAMPO's activities and effectiveness
- Operationalize the four focus areas identified in the TAC retreat
- Gather input on CAMPO and TCC roles in transit planning
- Recommendations for increasing participation in committees; recommendations on improving effectiveness of TCC-TAC relationship; other recommendations for staff to improve the success of CAMPO.

This planning retreat was professionally facilitated and included the opportunity for participants to interact in open conversation, to share and build upon ideas. This report describes the activities, comments, and ideas of the participants, as well as accomplishments and future goals. The major headings of this report correspond to the key agenda items and discussions during the retreat.

Retreat Attendees

TCC Participants

Barry Baker, Granville County
Justin Jorgensen, Granville County
Tim Simpson, Town of Clayton
Dave Deyoung, Town of Clayton
Eric Lamb, City of Raleigh
Chris Hills, Town of Knightdale
Reed Huegerich, Town of Apex
Darcy Downs, Triangle Transit
Matt Watterson, Town of Zebulon
David Bergmark, Town of Wendell
Kendra Parrish, Town of Holly Springs
Johns Hodges-Copple, TJCOG
Ben Hitchings, Town of Morrisville
Tim Maloney, Wake County
Tim Gardiner, Wake County
Chip Russell, Town of Wake Forest
Sandi Bailey, Town of Cary
Danny Johnson, Town of Fuquay-Varina
Candace Davis, Town of Wake Forest
Mike Lewis, NCDOT Div. 5
Jam Sikes, Harnett Co.
Mark Locklear, Harnett Co.

Don Willis, Wake County Human Services
Transportation
Scottie Cornett, Creedmoor Trans. Planning
Ray Boylston, Town of Cary/TCC Chair
Jimmy Eatmon, NCDOT Div. 4

Joe Bailey, NCDOT Div. 6

CAMPO Staff

Chris Lukasina
Shelby Powell
Kenneth Withrow
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Danna Widmar
Gerald Daniel
Wei Chen

Consultants

Derek Ross
Warren Miller
Julie Brenman
Katie Hagan

Overview and Context Setting

Chris Lukasina welcomed the TCC members to the retreat and thanked them for dedicating the time to plan for CAMPO's future. He introduced the CAMPO staff in attendance and shared their responsibilities. Ray Boylston, TCC Chair, encouraged the group to have fun and be creative as they thought strategically. The agenda for the day was presented.

Participants received a handout with a summary of the TAC retreat that was held in August and highlights from the interviews and survey that were conducted over the summer. The interviews and survey indicated there was overwhelming support for the effectiveness of CAMPO as an organization and the effectiveness of CAMPO staff. With that framework, the focus of the strategic planning effort would not be an overhaul of CAMPO, but to focus on a few areas that could help improve CAMPO's operations and effectiveness. The TAC identified four focus areas that would help support CAMPO's purpose:

1. Public engagement and education
2. Partnering with others
3. Policy leadership
4. Educating elected officials

The TAC also reviewed the CAMPO vision and purpose and confirmed that they are still valid. They did note that it could be more inspirational. TCC members were given an opportunity to comment on the vision and purpose.

CAMPO Vision Statement:

The region has a common vision of what it wants its transportation system to be:

- a seamless integration of transportation services that offer a range of travel choices and are compatible with the character and development of our communities, sensitive to the environment, improve quality of life and are safe and accessible for all.

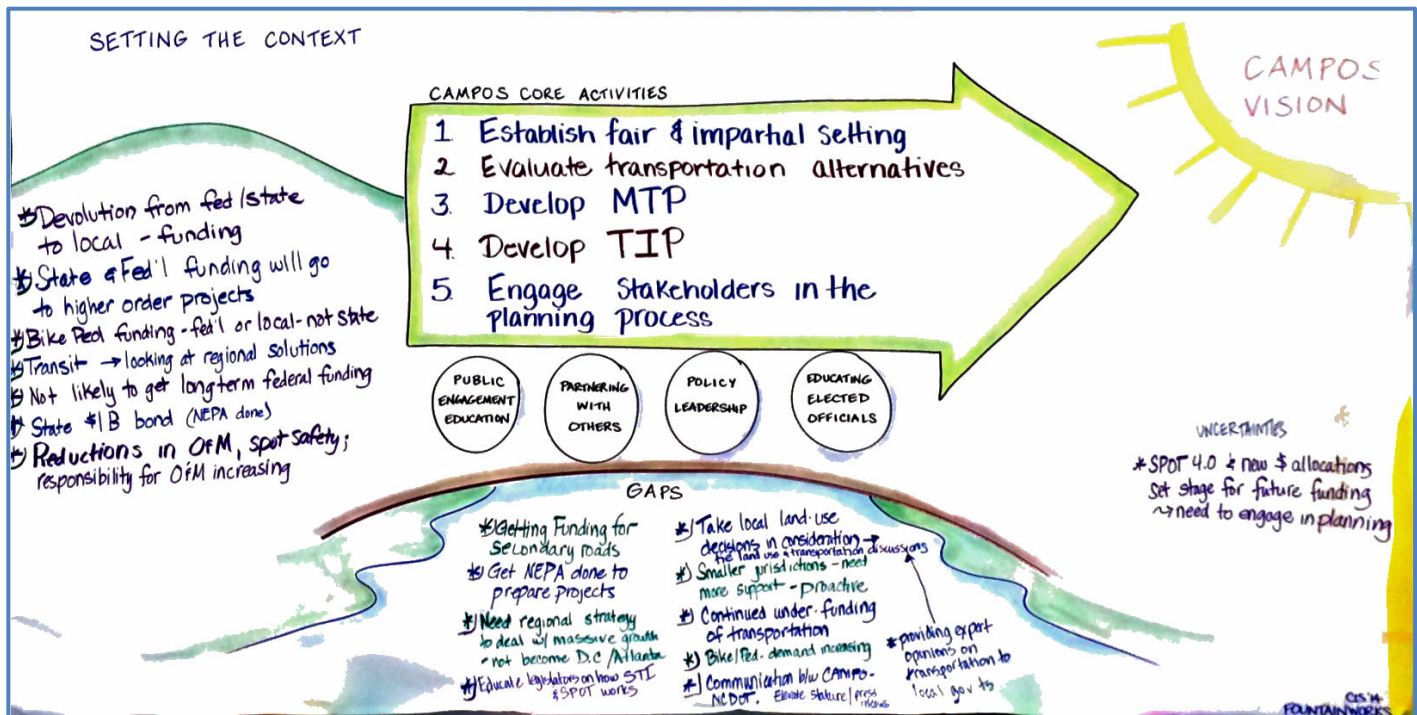
The 2040 Metropolitan Transportation Plan commits our region to transportation services and patterns of development that contribute to a distinctive place where people can successfully pursue their daily activities.

CAMPO Statement of Purpose:

The Capital Area MPO serves as the coordinating agency between local governments, NCDOT, and FHWA. The MPO is responsible for carrying out an annual work program approved by the TAC.

Feedback was provided that the vision should include a statement about economic development. It was also noted that this was agreed on regionally and it is beneficial for the region to all use the same language.

Context Setting



Chris Lukasina spoke to TCC members to set the context for how the MPO establishes a vision for transportation and prioritizes investments and funds projects. He explained that the five core functions are the highest priority, but that part of the purpose of this retreat was to look for others. Below is a summary of the discussion.

CAMPO's Core Activities:

- Establish a fair & impartial setting
- Evaluate transportation alternatives
- Develop MTP
- Develop TIP
- Engage stakeholders in the planning process

Four Focus Areas (identified by the TAC)

1. Public engagement and education
2. Partnering with others
3. Policy leadership
4. Educating elected officials

Context Setting

- Devolution from federal/state to local funding
- State and federal funding will go to higher order projects
- Bike/Pedestrian funding – federal or local, not state
- Transit – looking at regional solutions
- Not likely to get long term federal funding
- State \$1B bond
- Reductions in Operations & Maintenance, spot safety; responsibility for O&M increasing

Gaps

- Getting funding for secondary roads
- Get NEPA done to prepare projects
- Need regional strategy to deal with massive growth – not become D.C. or Atlanta
- Educate legislators on how STI and SPOT works
- Take local land-use decisions in consideration – tie land use and transportation discussions
- Providing expert opinions on transportation to local governments
- Smaller jurisdictions – need more support – proactive
- Continued underfunding of transportation
- Bike/Pedestrian demand increasing
- Communication between CAMPO-NCDOT; elevate stature/press releases

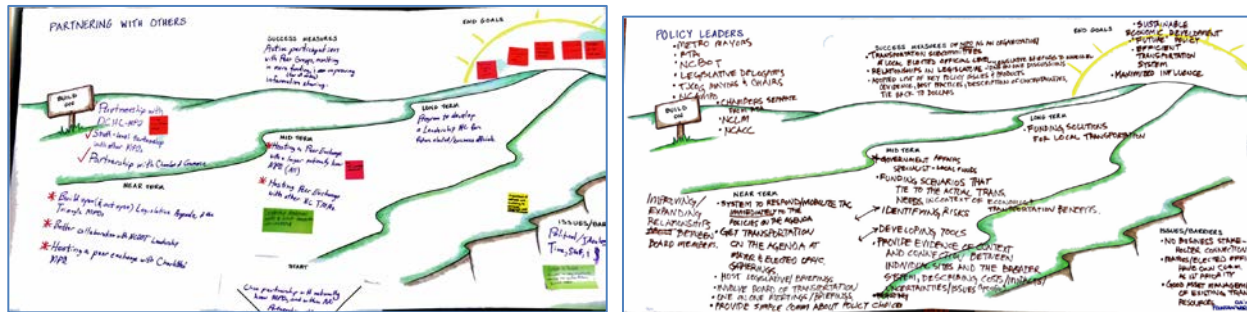
Uncertainties

- SPOT 4.0 and new money allocations set stage for future funding
- Need to engage in planning



Four Focus Areas

The group then split into four groups to discuss each of the four focus areas identified by the TAC. They were tasked with operationalizing the focus area. Specifically, what actions should be taken in the near term (1-2 years), mid term (3-5 years) and long term (5+ years), who should take those actions and how should CAMPO measure success? Each group used a graphic template to record their responses. The information from the templates is transcribed in the following sections.



Four Focus Areas Breakout: Public Engagement and Education

Public Engagement Education:

- How can CAMPO make sure the public is informed about the issues and challenges we are facing in our transportation system?
- How can CAMPO boost project specific public input?

End Goals:

- An educated public that actively participates
- Policy/projects that reflect the priorities of the public
- Public participation that reflects various stakeholders and interests

Success Measures:

- Number of citizens participation (new voices)
- Workshops
- Public hearings
- CAMPO 101
- Websites

Near Term Actions:

- Communicate the what/why/how of the project/process
- MPO branding
- Communications strategy
- Coordination between CAMPO and local jurisdictions of these efforts
- Defined public engagement strategy for each specific project
- Develop a menu/toolkit of options

- Building a communications plan in to each project
- Information booths at major events (i.e. fair)
- Press releases on projects
- CAMPO Facebook/Instagram/Twitter
- Public access television
- Monthly or quarterly to discuss TRSP topics
- Quarterly presentations or develop videos to share on websites
- CAMPO, TJCOG, WCPSS, NCDOT, Municipal

Mid Term Actions:

- Citizens lead discussion at “CAMPO 101”
- Talking with citizens instead of at them
- Citizen advisory groups
- Communications/Marketing Specialist
- Market/Publicize special area studies via bus wraps vs. standard mailings
- Branding

Long Term Actions:

- Continuous cycle of feedback and education

Issues/Barriers:

- Lack of funding for far outreach
- Apathetic public
- Acronyms!
- Scale
- What’s the most appropriate role? Wholesaler vs. retailer?
- Do we wait for citizens to engage us, or do we build in roles for stakeholders up front?
- Who do we want to get credit for projects?

Four Focus Areas Breakout: Partnering With Others

Partnering With Others:

- How can CAMPO utilize partnerships with other MPO’s or other organizations to collaborate on key issues and address our needs at the state level?

End Goals:

- Maximize funding for region
- More collaboration with other partners
- Show and communicate measurable progress
- Depoliticize transportation
- Partners on the “same page”

Success Measures:

- Active participation with peer groups, resulting in more funding (for all modes) and improving information sharing

Near Term Actions:

- Build upon (and act upon) legislative agenda of the Triangle MPOs
- Better collaboration with NCDOT leadership
- Hosting a peer exchange with Charlotte's MPO

Mid Term Actions:

- Hosting a peer exchange with a larger nationally known MPO (All)
- MPO Conference Framework?
- Hosting peer exchange with other NC TMAs
- Leadership development for transportation officials (RPOs)

Long Term Actions:

- Program to develop a leadership NC for future elected/business officials

Issues/Barriers:

- Political/Ideological
- Time/Staff
- Money
- Urban vs. Rural: power in legislature tends to come from rural areas

Build On:

- Partnerships with DCHC-MPO
- History with triangle region
- Staff-level partnerships with other MPOs
- Partnership with Chambers of Commerce

Four Focus Areas Breakout: Policy Leadership

Policy Leadership:

- How can CAMPO utilize partnerships with other MPO's or other organizations to collaborate on key issues and address our needs at the state level?

End Goals:

- Sustainable economic development
- "Future" policy
- Efficient transportation system
- Maximized influence

Success Measures (of MPO as an organization):

- Transportation subcommittees at local elected official level
- Relationships in legislature – one on one discussions, legislative briefings to Wake Co. del.
- Adopted list of key policy issues and products (evidence, best practices, description of uncertainties, tie back to dollars)

Near Term:

- Improving/expanding relationship between board members
- System to respond/mobilize TAC immediately to the policies on the agenda
- Get transportation on the agenda at mayor and elected official gatherings
- Host legislative briefings
- Involve board of transportation
- One on one meetings/briefings
- Provide simple communication about policy choices

Mid Term:

- Government affairs specialist – local funds
- Funding scenarios that tie to the actual transportation needs in context of economic and transportation benefits
- Identifying risks
- Developing tools
- Provide evidence of context and connection between individual sites and the broader system, describing costs/impacts/uncertainties/issues (specific)

Long Term:

- Funding solutions for local transportation

Issues/Barriers:

- No business stakeholder connection
- Mayors/elected officials have own communication as first priority
- Good asset management of existing transportation resources

Actual Policy Leaders:

- Metro Mayors
- RTA
- NCBOT
- Legislative delegates
- TJCOG mayors and chairs
- NCAMPO
- Chambers separate from RTA
- NCLM
- NCACC

Four Focus Areas Breakout: Educating Elected Officials

Educating Elected Officials:

- How do we ensure our elected officials are informed and able to share information about the transportation issues?

End Goals:

- Robust TAC discussions and questions
- Reasonable expectations
- Educating non-TAC officials
- Increased local support for transportation projects
- Local buy-in and understanding

Success Measures:

- Improved attendance at TAC/TCC meetings, workshops, etc.
- Survey participants after L&L, workshops, and ask if learned more
- See also: public involvement success measures

Near Term:

- CAMPO staff at local budget meetings
- Reference docs and materials
- Lunch and Learns on UPWP, MTP, LAPP, STI, role of MPO, etc.
- Invite non-TAC members to MPO 101
- Alternative ways for TAC to ask questions (submit by email pre-meeting, etc.)
- CAMPO staff facilitate TAC-TCC pair discussion and communication

Mid Term:

- Annual forum for update and understanding given by CAMPO staff, NCDOT and local
- Multiple regional “MPO 101”
- MPO staff outreach to TAC members on specific subjects/topics that effect them

Long Term:

- TAC create their own motions
- TAC & TCC members visit other MPO meetings (DCHC, CLT, TARPO, FAMPO, BGMPO)

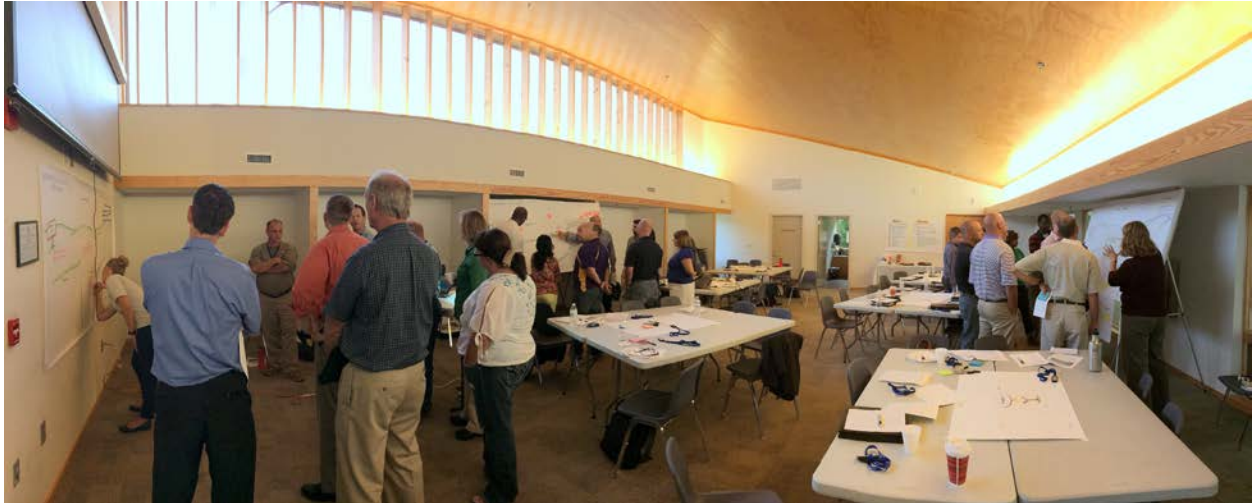
Issues/Barriers:

- Complexity of subjects
- Long time frames vs. election cycle
- Time and scheduling
- Elected officials only hear ‘negative’ from public

- Is there a way to do something in 30 minutes to encourage discussion in DCHC meetings?

Build On:

- NC DOT/CAMPO staff visits and transportations to local boards



Operational Issues

Participants were asked to consider two specific operational issues in-depth. Each topic began with a number of anonymously polled questions and expanded into specific table discussions on the topics of

- 1) Increased participation on committees; and
- 2) TAC-TCC relationships.

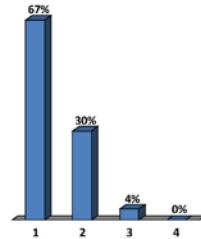
In addition, participants were asked to take note of any other operational issues that they may want raised.

Operational Issue: Increased Participation on Committees

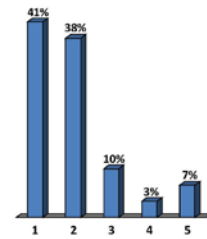
Please rate your own participation with CAMPO

How do you value your membership in CAMPO?

1. Extremely valuable
2. Somewhat valuable
3. Somewhat unnecessary
4. Extremely unnecessary

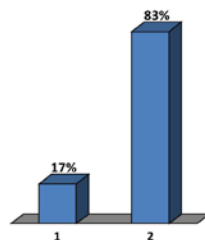


1. I attend all TCC meetings and many committee meetings as well.
2. I attend all TCC meetings, but not many committees meetings
3. I attend some TCC meetings and some committee meetings
4. I attend some TCC meetings, but no committee meetings
5. I rarely attend TCC or committee meetings



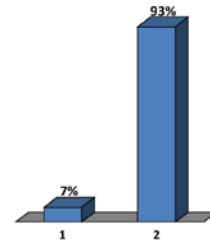
Are CAMPO meeting locations a hindrance to your participation?

1. Yes
2. No



Are CAMPO meeting times a hindrance to your participation?

1. Yes
2. No



Each table was asked to consider the following question and make notes of their key thoughts. They then shared their top two or three thoughts with the group at large.

How do we get more engagement and participation on committees?

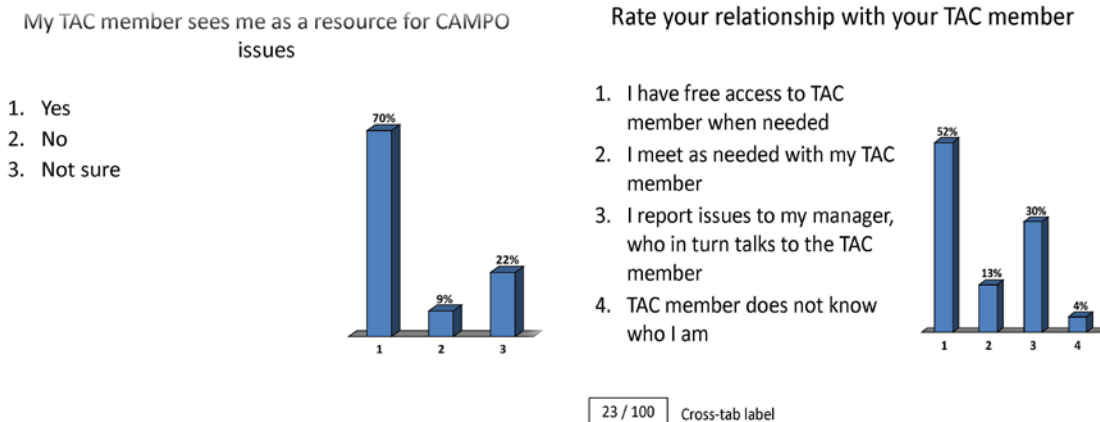
- What are the barriers? How can we make it easier for people to participate? What would you like to get that you are not getting?

Key Take-aways from Table Talk:

- Committee Structure
 - Official formal committees with appointed membership (annual) by TCC
 - Invitation/representation on subcommittees (include new members)
 - Like having a chair
 - Concerned about restricting/limiting membership
 - Does Ad Hoc hurt the committee? If not, don't restrict
 - Review current committees – do they have value?
 - Designate chair
 - Concern if you limit number of committees you can serve on then who will do the work? (i.e. Only people who show up)

- Know who is and who is not on what subcommittees
- Committees are dominated by same people
- Better handle/address the inequity of rural vs. urban
- Use technology
 - Skype/teleconference technology
 - Web page for each committee with a link on every invite so people can refresh their memory
- Meeting timing
 - Build relationship with ½ hour before meeting
 - Make it convenient for anybody (do it by stacking meetings)
 - Schedule committee meeting the same day as TAC
 - Time for additional meeting/add-ons for refresher on processes/topic
- Agendas
 - Clear agenda for each meeting
 - More background information
 - Clear and frequent notice of what the committees are and when they meet and the agenda
- Other
 - Increase participation through TAC/TCC alternate
 - Explain to new people that their opinion is valued
 - Include a TAC liaison
 - Carpool
 - Better ROI – is it worth it to come to TCC?

Operational Issue: TAC-TCC Relationship



Each table was asked to consider the following question and make notes of their key thoughts. They then shared their top two or three thoughts with the group at large.

How can we strengthen the relationship between TAC and TCC?

- Do TCC members feel like TAC members are knowledgeable enough? Are TCC members able to get time with their TAC member? What are the barriers to engaging?

Key Take-aways from Table Talk:

- TCC member and TAC member communication/meetings within a jurisdiction
 - Formalized discussions/meetings emails (monthly, by agenda, by topic)
 - More regular 'briefing' meetings even if nothing controversial is going on
 - TCC member participation in transportation sub-committee of elected officials
 - Send an email before TAC and after TCC just to see if they have questions
 - Training based on TCC/TAC relationship
 - How to use TAC-TCC relationship to drive "new" questions
- Joint Meetings of TCC/TAC
 - TCC at MPO/TAC (periodic meetings)
 - TAC/TCC mixer
- TAC member orientation
 - CAMPO staff stress the importance of TCC to the TAC member
 - TAC members need to reach out to staff
 - TAC drives need for communication
 - TAC opinion of their role and importance of membership
- Other
 - Have TAC/TCC items placed on elected official board meetings agendas
 - Reduce "rubber stamp" effect

Transit

Chris Lukasina continued to move the group forward into a conversation regarding the role of CAMPO in transit. The participants were asked:

Knowing what our minimum responsibilities are, ***what is your overall expectation for CAMPO as it carries out its role in transit planning?***

Transit Expectations:

- Depends on the study/transit plan whether it's a supporting role or lead role; case by case basis
- Vision says "accessible for all" ... who are we missing?
- How far do we go beyond that traditional role of the overall vision? Do we ask CAMPO to get in implementation and operational arena?
- CAMPO has responsibility to region to be a leader in this conversation
- Ensure the flow of information, disseminate different opinions and perspectives
- CAMPO looks at bigger region - advocate, suggest, plan transit - especially in regions where there is not transit already
- Transit planning beyond Wake Co.
- What CAMPO is all about is long range, regional, multi-modal, fiscally constrained
- Be concerned about funding and financing
- Ask how transit investment matches with road, bike/pedestrian investment
- CTP: show how components fit in

- "Treating transit like we treat everything else."
- Corridor planning
- Link strategic planning with budgeting for transit
- Official role in sign-off of Wake Co. transit plan
- In transit investments, more than road, there's a crucial role for communities to play on the **land use decisions**; audience for who puts out that message is important - need to play a larger role in advocating for and being involved
 - impacts ridership, funding, population density
 - transit providers don't do this
 - do not dictate what to do but lay out expectations, implications
 - not advocating or micro managing
 - how are investments in certain areas meeting region goals?
- If we aren't "accessible for all" then we need to change that in our vision to be more that we value efficiency
- What's different in the things we have laid out about transit that wasn't where we were before?
- Roles, responsibilities, etc. we're wishy-washy in transit -- not everyone understands what their role is in transit

Next Steps

CAMPO staff will take all the information from the TAC and TCC retreats and begin to develop recommendations for an updated strategic plan. A draft will go to TCC and TAC for approval. We expect the plan to include short-term, mid-term and longer-term actions. CAMPO plans to take some of these ideas and implement them soon, before strategic plan is done. Some actions can take effect immediately, but some will take longer.



Capital Area Metropolitan Planning Organization

CAMPO Staff Retreat

CAMPO Offices – Main Conference Room

December 4th, 2014

&

December 10th, 2014

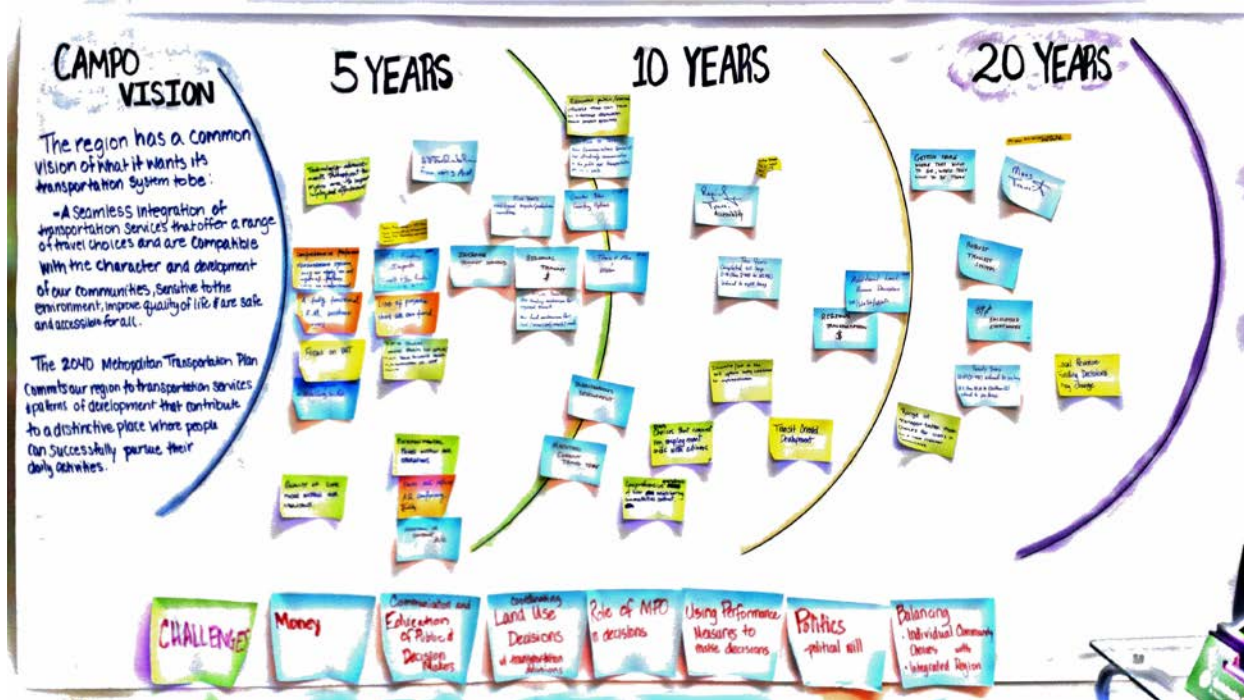
This report summarizes the work of staff of the Capital Area MPO (CAMPO) in its strategic planning retreat, held December 4th & 10th 2014 at CAMPO office. Staff members met to address the following objectives:

- Review survey results on CAMPO's activities and effectiveness
- Gather input on CAMPO, TAC and TCC roles in transit planning
- Hone in on a few big ideas from the TAC/TCC retreats to implement
- Operationalize the four focus areas identified in the TAC retreat and establish a shared understanding that these will carry CAMPO forward with its vision
- Develop a checklist /toolkit that there are ways to operationalize enablers in daily work
- Operationalize recommendations for increasing participation in committees; recommendations on improving effectiveness of TCC-TAC relationship
- Map how the results of this effort tie into the five CAMPO focus areas and its overall objectives.

This planning retreat was professionally facilitated and included the opportunity for participants to interact in open conversation, to share and build upon ideas. This report describes the activities, comments, and ideas of the participants, as well as accomplishments and future goals. The major headings of this report correspond to the key agenda items and discussions during the retreat.

Overview and Context Setting

Chris Lukasina welcomed the staff members to the retreat and thanked them for dedicating the time to plan for CAMPO's future. He provided the group with an overview of why they were doing this work. Specifically drawing the picture of how this strategic planning effort fits with CAMPO's everyday work. His hope was to inspire staff to take the lead and shape CAMPO's future. Warren Miller reviewed the outcomes, agenda and ground rules.



Based on the plans that had already been adopted, staff was asked to identify the vision for the region over the next 5, 10 and 20 years. Staff were asked, “what does this system need to deliver”? After the vision comments had been recorded, Chris tied the vision that has been laid out for the region with the current context for CAMPO’s day to day work.

5 Years

- Technology advancements throughout the metro area to improve safety and effectiveness
- Comprehensive performance measurement system. Easy to apply to all types of process, easy to understand.
- A fully functional TRM without errors.
- Focus on Vehicle Miles Traveled (VMT)
- Extreme congestions on Wake county secondary roads
- Quality of life focus within our operations
- Affordable from users perspective
- 5 years programmed in TIP, enhanced transit services (RUS, FV express services, improved Pedestrian facilities over man –made barriers).
- STI Funding Impacts (Transit & secondary roads)
- List of projects that we can fund
- Interim studies (special studies hot spots, etc) that lead toward realistic implementation of MTP projects
- Environmental Focus within our operations
- Pass all refined Air Quality (AQ) conformity air quality.
- Maintain or Improve AQ

- Additional bicycle/pedestrian connections
- Increase transit services
- Regional transit \$
- New funding mechanism for regional transit. New funding mechanism for local/municipal/county roads.
- Educated public/elected officials that can have an informal discussion about project priorities
- 5 to 10 – New communications specialist that effectively communicates to the public new transportation policies & goals.
- 5 to 10 - Greater bike commuting opportunities.
- 5 to 10 – Transit plan and vision
- Individualized Development
- Maintain current travel time

10 Years

- Rapid Transit Accessibility
- Completed Toll Loop I-40 (from I-440 to NC 42), widened to 8 lanes
- Innovative “out of the box” options being considered for implementation
- Transit choices that connect key employment areas with citizens
- Comprehensive operations of how neighboring communities connect.
- Transit oriented development
- Additional local revenue discussions; VMT/Sales Tax/Wake Co.
- Regional Transportation \$
- Retrofitted complete streets (walk), bike sharing, freeway /limited access facilities (US 1 – Phase 2).

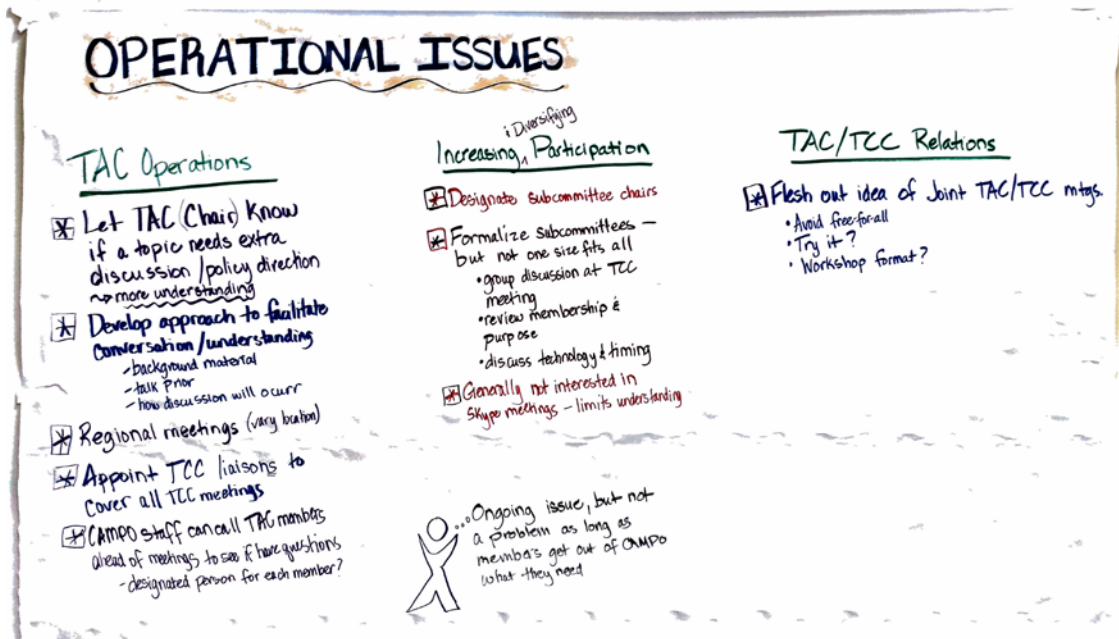
20 Years

- Rail service/ High Speed Rail (HSR)
- Mass Transit
- Getting people where they want to go, when they want to be there.
- Robust transit system
- Bike/Ped Facilities everywhere
- Range of transportation mode choices for users in all or most member communities
- US 64 (I-495) widened to six lanes. US 1 (from US 64 to Chatham County widened to six lanes)
- Local revenue funding decisions may change

Challenges

- Money
- Communication and Education of Public & Decision Makers
- Coordinating land use decisions with transportation decisions
- Role of MPO in decisions
- Using performance measure to make decisions
- Politics – political will
- Balancing individual community choices with integrated region

Operational Improvements/Ideas & Takeaways – Survey/Retreats



Results of the interviews and survey's conducted were shared with staff. In addition, the results from the TAC/TCC retreats were shared with staff. Survey results showed overall support for CAMPO, agreement with current vision/purpose, like for the mix of small/large planning and some opportunities for change. TAC/TCC results showed four focus areas (enablers) from TAC and TCC recommendations to operationalize these. Based on the results shared, staff were then asked if there were any surprises, if this reinforced anything for them, and what their reactions were to the 4 focus areas (enablers).

Takeaways – Survey/Retreats

➤ How the TCC Operates

- Mixed success in briefing the TAC members
- Group-think in large group, but effective in small groups
- Some people on many committees
- Travel time impacts attendance
- Most are effective – help with details, TAC concerns

➤ How the TAC Operates

- Efficient (brief)
- Effective but brief discussions
- Larger cities dominate (?)
- Want to find right balance for the length of discussions
- High trust in staff
- May not have deep knowledge of what they vote on – less effective as policy leaders
- Quorum issues (weighted vote)

- Think about our changing future with growth (e.g. Denver)
- **We have a lot of opportunity to set the agenda**
 - Being consistent about what we are saying
- **Is Educated Public something we can measure?**
 - We have limits to what we can do
 - Need concrete actions
- **Are we available to receive public comments when they want to give it?**
- **Need for better interaction between the TAC & TCC**
 - Expand CAMPO 101 for new TCC & TAC members
 - Share best practices
 - Need to develop program to help this communication take place
 - CAMPO can support this - Also personal responsibility of TCC members

On the second day of the retreat, the group spent more time talking about TAC Operations, Participation and TAC/TCC relations:

TAC Operations

- Let TAC (Chair) know if a topic needs extra discussion/policy direction → More understanding
- Develop approach to facilitate conversation/understanding
 - Background material
 - Talk prior
 - How discussion will occur
- Regional Meetings (Vary location)
- Appoint TCC liaisons to cover all TCC meetings
- CAMPO staff can call TAC members ahead of meetings to see if have questions.
 - Designated person for each member?

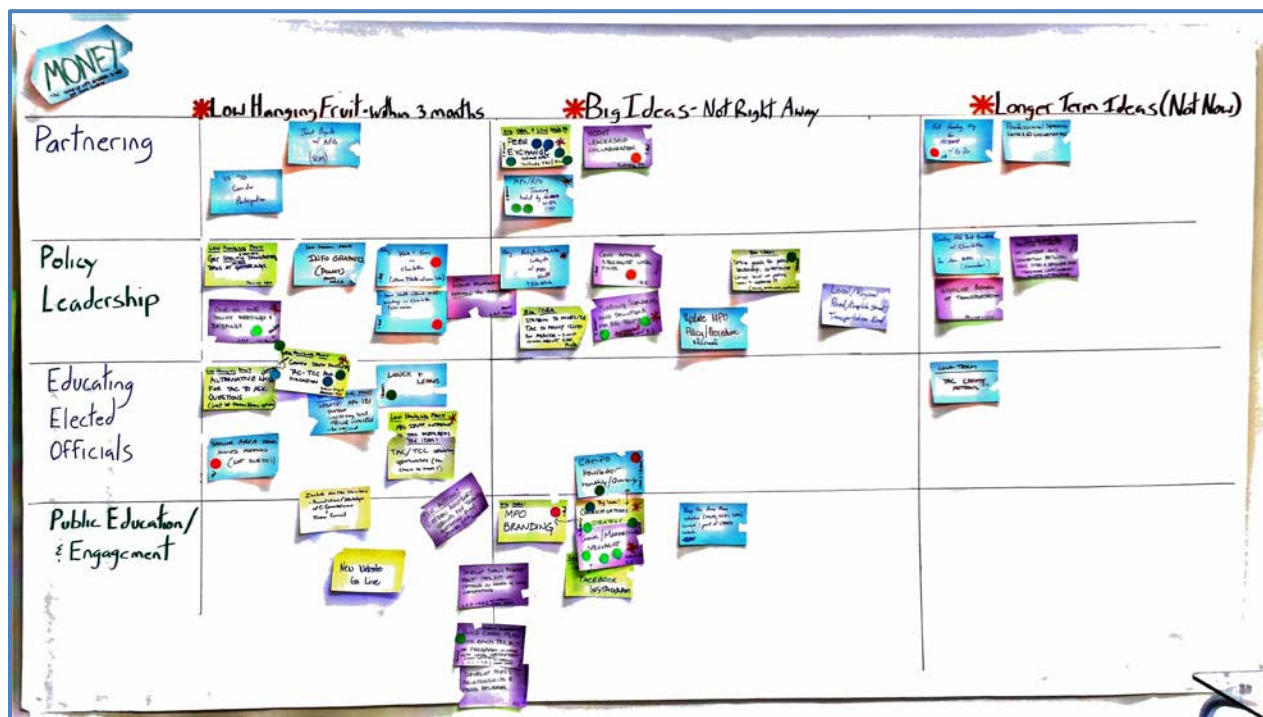
Increasing & Diversifying Participation

- Designate subcommittee chairs
- Formalize subcommittees – but not one size fits all.
 - Group discussion at TCC meeting
 - Review membership & purpose
 - Discuss technology & timing
- Generally not interested in Skype meetings – limits understanding

TAC/TCC Relations

- Flesh out idea of Joint TAC/TCC meetings.
 - Avoid free-for-all
 - Try it?
 - Workshop format?

Priorities



The TAC/TCC came up with many ideas for how to make CAMPO more effective through “enablers” to help get more funding. Staff were asked after reviewing the list and adding their own comments, what would you nominate as the big ideas to implement? What is the low hanging fruit (things they know they can do quickly and easily)?, What do we need to keep on the radar (down the road over next few years)? The ● represents ideas that they felt should not ultimately be included and the ● represents ideas/concepts that they felt should have priority.

Low Hanging Fruit (Within 3 months)

Partnering:

- Joint Projects w/RPO's (SEAS)
- US 70 Corridor Participation

Policy Leadership:

- Get specific & variety transportation topics at gatherings
- Info graphics
- TAC expand relationship between members
- Work & Focus on Charlotte (others TMA's will come later) ●
- Have staff attend MPO meetings in Charlotte & vice versa ●

Educating/Elected Officials:

- CAMPO staff have individual meetings with TAC/TCC [facilitate, TAC-TCC Pair discussion /Alternative ways for TAC to ask questions (just let them know the options)/ One on one policy meetings & briefings] ●●●●●
- Lunch & Learns ●
- Update MPO 101 Content – invite any local officials interested. Do regionally.
- MPO staff outreach to TAC members/ TAC/TCC networking opportunities

- Include non TAC members – presentations/workshops w/ C. Commissioners & Town Council.
- Smaller area issues focused meetings (Not Sub TCC's) ●

Public Education & Engagement:

- New website go live
- TCC Action: Citizen advisory groups for transportations plan updates.
- Develop public engagement toolkit of options in coordination with local jurisdictions. L.H.F → B.I. w/overall comm. STRAT.

Big Ideas (Not Right Away)

Partnering:

- Peer Exchange – national MPO's, include TAC/TCC ●●●●●
- MPO/RPO Training hosted by NCAMPO, NCRPO, TPB ●●
- NCDOT Leadership Collaboration ●

Policy Leadership:

- Funding scenarios and solutions for reg. transportation ●●
- Define goals for policy leadership; determine what level of policy needs to address is (Local, statewide, national). ●
- Raleigh/Charlotte Lobbyists w/ MPO staff & Julie White
- System to mobilize TAC to policy issues on agenda. Simple communications about choices/policy
- Update MPO Policy/Procedure Manual
- Local/Regional Road/Complete street/ transportation bond
- Gov. Affairs Specialist – local funds ●

Educating/Elected Officials:

None

Public Education & Engagement:

- MPO Branding/ Communication Strategy/ Communications/Marketing Specialist/ Twitter, Facebook & Instagram ●●●●●●●
- Build Communication Plan into each project or program in coordination with local jurisdictions/Develop press relationships & press releases ●
- CAMPO Newsletter (monthly or quarterly) ●●

Longer Term Ideas (Not Now)

Partnering:

- Full Funding Organization for NCAMP w/ Executive Director ●
- Professional speaking series at Universities

Policy Leadership:

- Creating AQ Best practices w/ Charlotte for other MPO's (Greensboro)
- Involve Board of Transportation
- Tie to land use; provide evidence of context and connection between individual sites & broader system. Describe cost/impacts/uncertainties/ issues.

Educating/Elected Officials:

- TAC create motions?
- Public Education & Engagement:
None

Enablers/4 Focus Areas applied to the MTP

Chris reviewed the major steps in the MTP process. Staff were asked how to make the recommendations of the TCC/TAC very tangible. How do they apply in their daily work? How do they incorporate public engagement? How do they incorporate education? Policy Leadership? Partnerships? Specifically, what should they be thinking about as they do a project? The team then applied the enablers to some of their projects and practiced how to embed it into their process.

MTP Process

- 4 year cycle ~2045~ Much work spring, summer 2015
- 2016 Looking at alternatives
 - For Improvement:
 - Transit incorporation
 - Public engagement
 - DCHC Coordination
- Adopt Fall 2016
 - June 15, 2017 w/ AQ Conformity
- Homework:
 - What went well for last MTP?
 - What didn't go well for last MTP?
- How to apply "enablers" for 2045 MTP
 - At each phase
 - For which audiences, etc.
- How TAC/TCC are supporting/engaged in MTP

Triangle – Joint 2045 MTP Steps:

1. 2045 MTP Work Plan and Schedule:
 - Define role of TCC in process
 - Kick off with joint CAMPO-DCHC TAC's
2. 2045 MTP Public Involvement Plan:
 - New Ideas: Subgroups to make sure to incorporate existing studies (i.e. move task 10 to 4 or 6)
 - Went well: Partnering & Flow of technical work
 - What didn't go well: Public engagement methods & deployment
 - Improve upon public involvement
3. Goals & Objectives and Targets:
 - Identify areas early on for focus & get TAC input (e.g. road vs. transit solution?)
 - Ask TAC early on for policy priorities/parameters

4. Socio-economic Data:
5. Triangle Regional Model (TRM):
 - Using the TRM to evaluate alternative transit policy scenarios
 - Apply policy leadership
 - Incorporate
6. Deficiency Analysis and Needs Assessment:
7. Financial Plan – Revenue Forecasts:
 - Went well: Partnering between CAMPO and Locals (3 rounds all proj – 3 rounds constrained)
 - Didn't go well: Policy leadership on financial element
8. Alternatives Analysis:
9. Development of Preferred Option:
10. Incorporated Studies:
11. Financial Plan:
12. Adoption of 2045 MTP:
 - Educating elected officials between adoption & final AQ adoption
13. AQ Conformity Determination:
14. Final MTP/AQ Conformity Adoption: